



Leading the Civilian Workforce



Update on 2014 USFK Command Climate Assessment – Civilian Human Capital

Commander's Guiding Principles – Leading the Civilian Workforce

GEN Curtis M. Scaparrotti
Commander UNC/CFC/USFK
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PURPOSE: FOR INFORMATION ONLY



USFK Command Climate Assessment



The 2014 Command Climate Survey identified three (3) main concerns for civilian employees:

- 1) Discrepancy between supply and demand of **professional development and training** opportunities
- 2) Dissatisfaction and ambiguity on rules governing the **DoD 5-Year Limitation and Rotation Policy**
- 3) Systemic issues surrounding the **DoD Priority Placement Program (PPP) and Return Rights**



Leading the Civilian Workforce



Professional Development and Training



Professional Development and Training



Issues and Challenges

- Limited training offered in Korea
- Limited opportunities to return to CONUS for training
 - Professional and leadership sessions average 2-4 weeks
 - Leadership finds longer sessions hard to support due to mission impact
- Civilian Education System (CES) – progressive leadership courses – only offered in CONUS, and often fully booked
- Lack of Army Career Program Manager involvement in Korea to assist with career development and provide mentorship on assignments
- No formal mentorship program



Professional Development and Training



USFK Command Goal Professional Development

Retain a high performing and skilled Civilian workforce, by fostering an environment that promotes a culture of training excellence and professional development, in order to enhance and retain their abilities as multi-skilled, agile professionals, in warfighting-support, statesmanship, and enterprise management.



Professional Development and Training



Management and Leadership Objectives

- Implement a **strategy** to ensure civilian employees gain and retain relevant competencies and expertise to be successful in a high-performing, joint mission environment.
- Invest in Civilian Human Capital with **deliberate planning**, implementation, and evaluation of training and professional development.
- Execute a **holistic approach** towards civilian career development, through leadership development courses, professional and technical training, challenging job assignments, and self-development.



Professional Development and Training



Way Ahead

- Upon arrival, **managers and employees** collaborate to establish an Individual Development Plan (IDP), identifying short-term and long-term training plans and career goals.
- Develop and implement a USFK Mentorship Program.
- Provide **manager-level training** to promote the equitable treatment of civilian employees, adherence to equal employment/opportunity regulations, and adherence to merit system principles.
- Ensure **functional Career Program Managers** assist civilian employees with professional development, career progression and mentorship.
- Leverage external resources to bring technical training and leadership development courses to Korea.



Leading the Civilian Workforce



DoD 5-Year Civilian Rotation Policy and the Priority Placement Program



DoD 5-Year Civilian Rotation Policy



What is DoD 5-Year Civilian Rotation Policy?

- Established to provide:
 - Flexibility and to promote joint perspective in the workforce
 - Renew competencies in foreign areas
 - Professional development and career-enhancing opportunities for CONUS-based employees
- Civilian employees are limited to 5 years of service overseas unless interrupted by 2 years in CONUS
 - 36 months with one extension of 24 months
 - Employees are not “entitled” to a tour extension
 - Tour extensions are strictly management decisions, based on mission-related reasons

**Civilian employees overseas are similar to military – Rotational
For the purpose of professional development**



Priority Placement Program



- What is the Priority Placement Program (PPP)?
 - The Priority Placement Program (PPP) is an automated mandatory placement program used to match eligible well-qualified employees, most of whom are subject to displacement, with vacant Department of Defense (DoD) positions.
- How do I enroll in PPP?
 - If not exercising return rights, employees are required to enroll in PPP, by registering with the local Human Resources Office, 6 months prior to their DEROS.



DoD 5-Year Civilian Rotation Policy and PPP



Issues and Challenges

- Length of statutory return rights is 5 years. Tour extensions beyond 5 years can cause employees to lose their return rights.
- DoD requires 5-year limitation and rotation to CONUS but little support for placement assistance.
- 20% of employees remain on PPP long term (2 or more years).
- Extension decisions must primarily consider the mission and professional development of employees – vice the personal preferences of an employee.
- Extension decisions must begin early and focus on long term succession-planning and knowledge transfer – vice “here & now.”
- Minimal CONUS placement for employees with expertise in host-nation related positions (i.e., Linguist, International Relations Specialist).

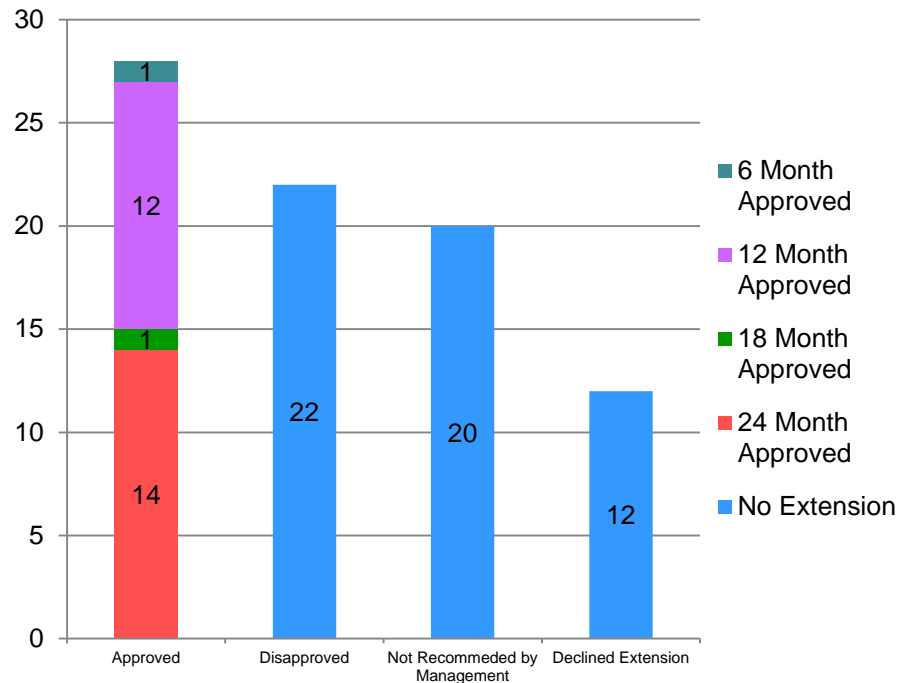


DoD 5-Year Civilian Rotation Policy

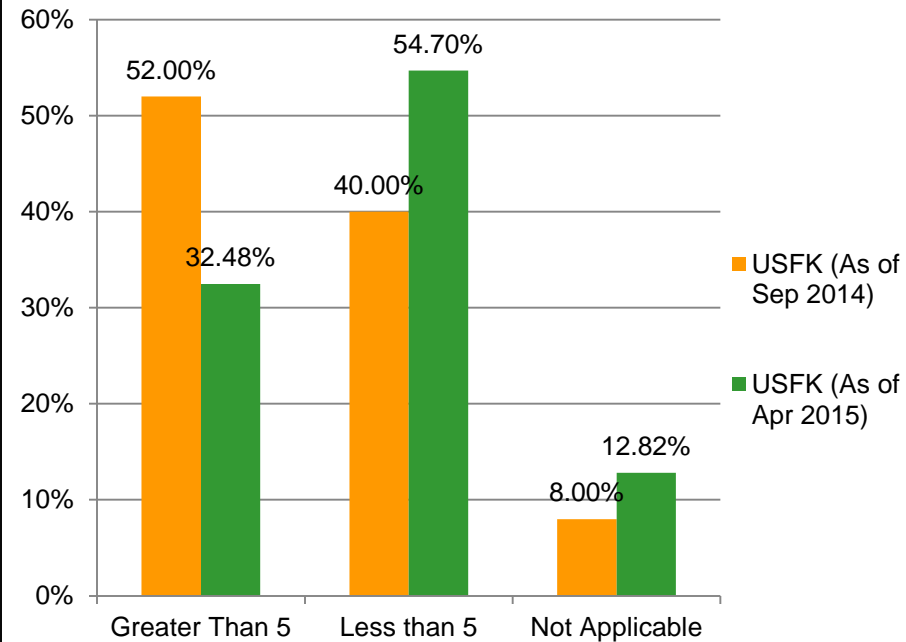
USFK Dashboard



Overseas Extension (OTEX) Results



Percentage of Employees Over/Under 5 Years



OTEX Board Approval Rate

As of Sep 2014	47%
As of Feb 2015	40%

USFK Average Years Overseas (Years)

As of Sep 2014	6.73
As of May 2015	5.59

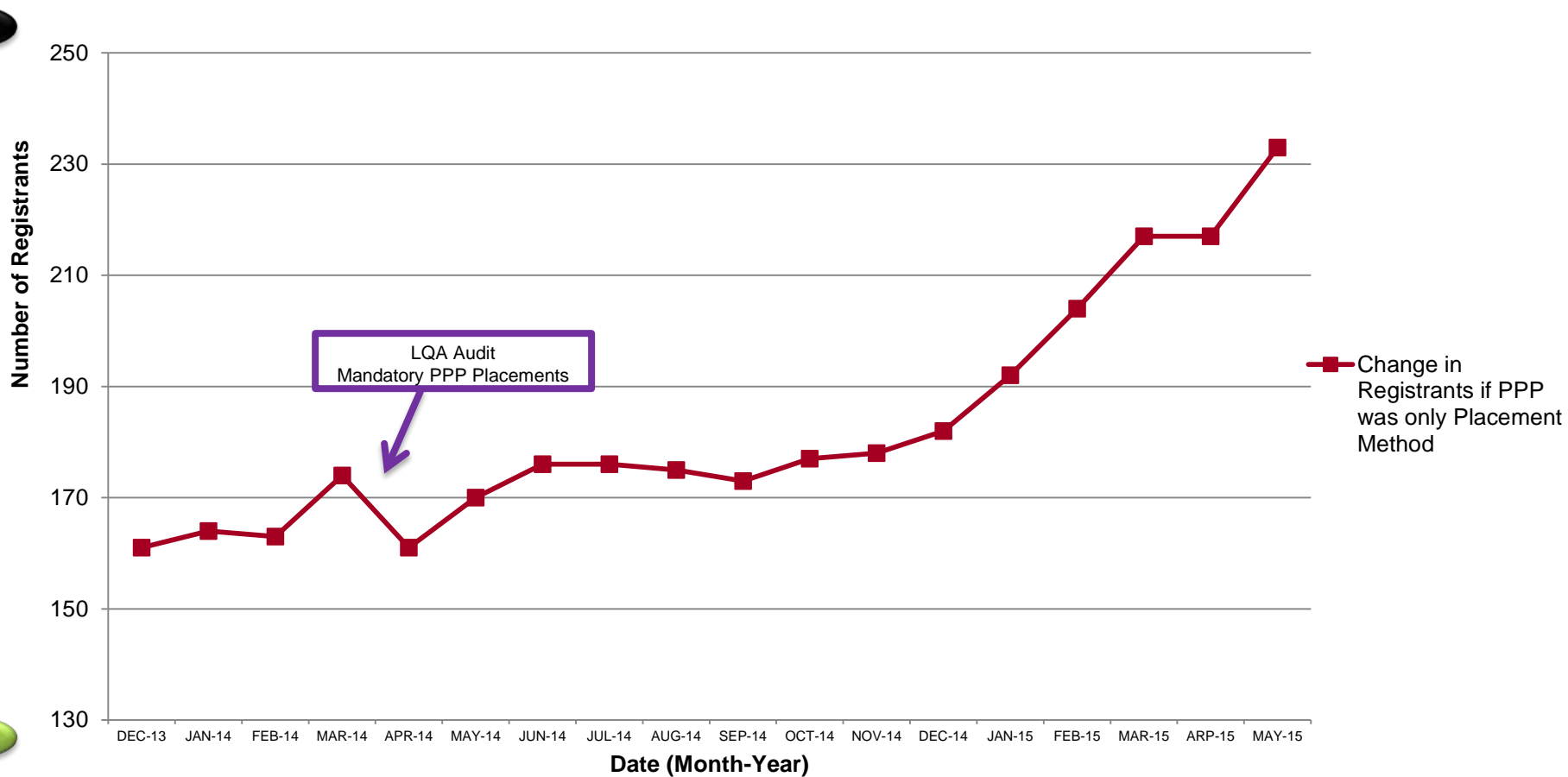
Goal for USFK: No more than 25% over 5 years overseas.



Priority Placement Program (PPP) Army-wide Korea Dashboard



Effectiveness of PPP Placements





DoD 5-Year Civilian Rotation Policy and PPP



USFK Command Goal

DoD 5-Year Limitation and Rotation

A systematic renewal of workforce knowledge, experiences, and competencies through a holistic rotation policy of civilian employees that best supports the mission while promoting career enhancing opportunities and professional development for CONUS based civilian employees.



DoD 5-Year Civilian Rotation Policy and PPP



Management and Leadership Objectives

- In support of the 5-year limitation and rotation policy, implement a transparent, systematic approach to tour extensions based on early decision-making, succession planning, knowledge transfer, and HR factors.
- Ensure employees and managers understand the proper use of tour extensions and its implications for the Command.
- **Partner** with employees – to identify effective strategies for job placement in addition to the Priority Placement Program.
- Implement USFK overseas guidance to include: 1) guidance on extension criteria; 2) USFK goal - no more than 25% over 5 years; 3) employees will exercise Return Rights after 5 years; 4) USFK Commander as approving authority for extensions over 7 years.



DoD 5-Year Civilian Rotation Policy and PPP

Way Ahead

- Adhere to 5-year limitation and rotation policy. Extend employees as mission requires.
- Execute a USFK overseas rotation policy.
- Develop mission-related evidence to inform tour extension decisions.
- USFK Commander requested:
 - PPP placement assistance from OSD, PACOM, and USARPAC.
 - PPP policy change to allow registrants to move from Priority 3 to Priority 2.
 - OSD assistance in placing long-term PPP registrants and employees with host-nation specific skills.
- Engaged OSD for stronger connection between DoD 5-year overseas rotation policy and DoD PPP – improve the mechanism to assist placement.
- USARPAC developing job exchange program with USFK for vacancies in Hawaii and Alaska.



Leading the Civilian Workforce



USFK Commander's Guiding Principles:

- Recruit, develop, and retain a high performing civilian workforce. Put the right person in the right job, at the right time.
- Focus on USFK mission priorities, adapt to change, and be resilient. Think beyond your own discipline.
- Maintain a high degree of integrity and develop strong character.
- Everyone is a professional and a valued member of the team.
- Effective leadership is a choice and requires personal responsibility.
- Collaborate and communicate to enrich the organization.
- Promote successful workforce transition through knowledge transfer and succession planning.



Human Capital Expectations

Understanding Our Roles



- **USFK Command**
 - Assist to resolve disconnect between DoD 5 year rotation and DoD PPP, which are the main mechanism to assist employees in returning to CONUS
 - Assist CONUS placement opportunities for employees with expertise in host-nation related positions (i.e., Linguist, International Relations Specialist)
 - Encourage and support a climate of professional development
- **Career Program Managers**
 - Assign Korea Activity Career Program Manager for each functional community
 - Build stronger relationships and engage with CP Managers in HQDA
 - Provide opportunities for training, professional development, mentorship
- **Management**
 - Support the 5 year overseas rotation policy
 - Support Civilian Education System, training and professional development
 - Collaborate with employees on developing Individual Development Plans
- **Employees**
 - Understand the 5 year overseas rotation policy
 - Develop a career plan
 - Continue to seek self-development opportunities
 - Actively seek job placements in addition to registration in PPP



Questions

For questions related to your individual situation:

- Please contact your Supervisor and Chain of Command

For Career Related Questions:

- Please contact your Career Program Manager

For General Questions about topics in this brief:

- Please send questions to:
pacom.yongsan.usfk.mbx.civilian-town-hall@mail.mil

The background of the image features a close-up, slightly angled view of two national flags. On the left, the American flag is visible, showing its characteristic stars and stripes. On the right, the South Korean flag (Taegeukgi) is partially visible, featuring its white background, black trigrams, and the Taegeuk symbol. The text "KATCHI KAPSHIDA!" is superimposed in the center, written in a white, bold, serif font with a slight shadow effect.

KATCHI KAPSHIDA!



Back Up



DoD 5-Year Limitation and Rotation Policy



Background

- DOD Instruction 1400.25, Volume 1230, July 2012
- DODI Establishes policy and procedures to:
 - Rotate civilian employees from foreign areas
 - Grant return rights to non-foreign areas
 - Limit employment in foreign areas to 5 continuous years – unless interrupted by 2 years in CONUS
 - Requires succession plans to accompany extension packages for approval
 - Requires employees to sign an agreement to return from the foreign area after 5 years as a condition of employment
 - Provides foreign area assignments as professional development opportunities



DoD 5-Year Limitation and Rotation Policy



Background (cont.)

- Employees are not “entitled” to a tour extension
- Tour extensions are strictly management decisions, based on mission-related reasons
- In foreign areas, civilians are similar to military – Rotational
- In USFK, staff directors, deputies and special staff principals are the requesting officials for overseas extensions
- In USFK, the Deputy Chief of Staff, Maj Gen Dillon is the Deciding Official.

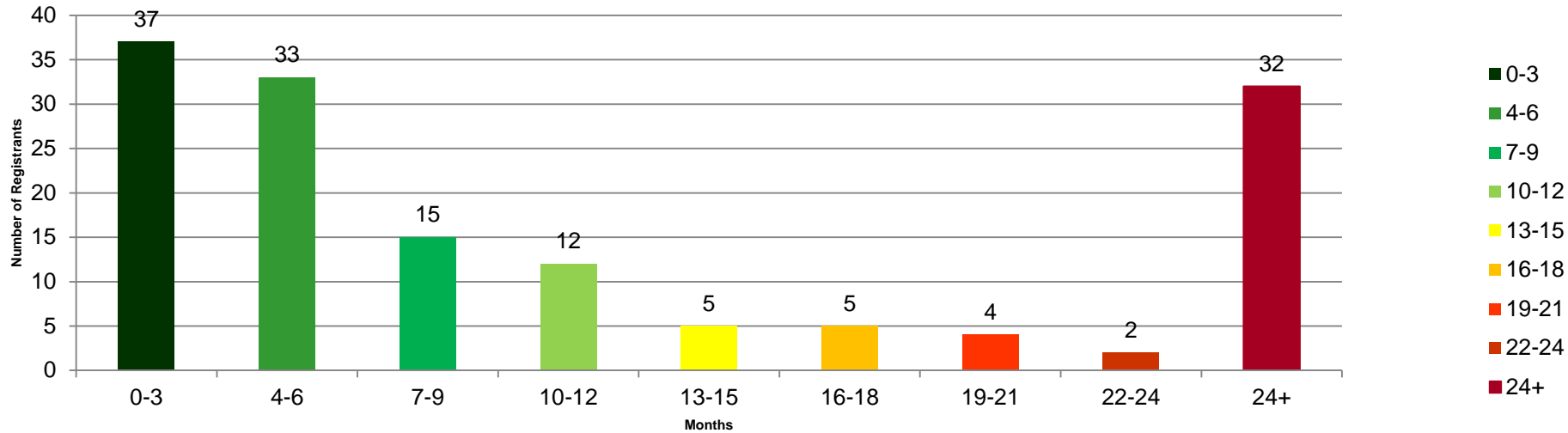


Priority Placement Program (PPP)

Army-wide Korea Dashboard



Duration in PPP



Number of Matches per Registrants

